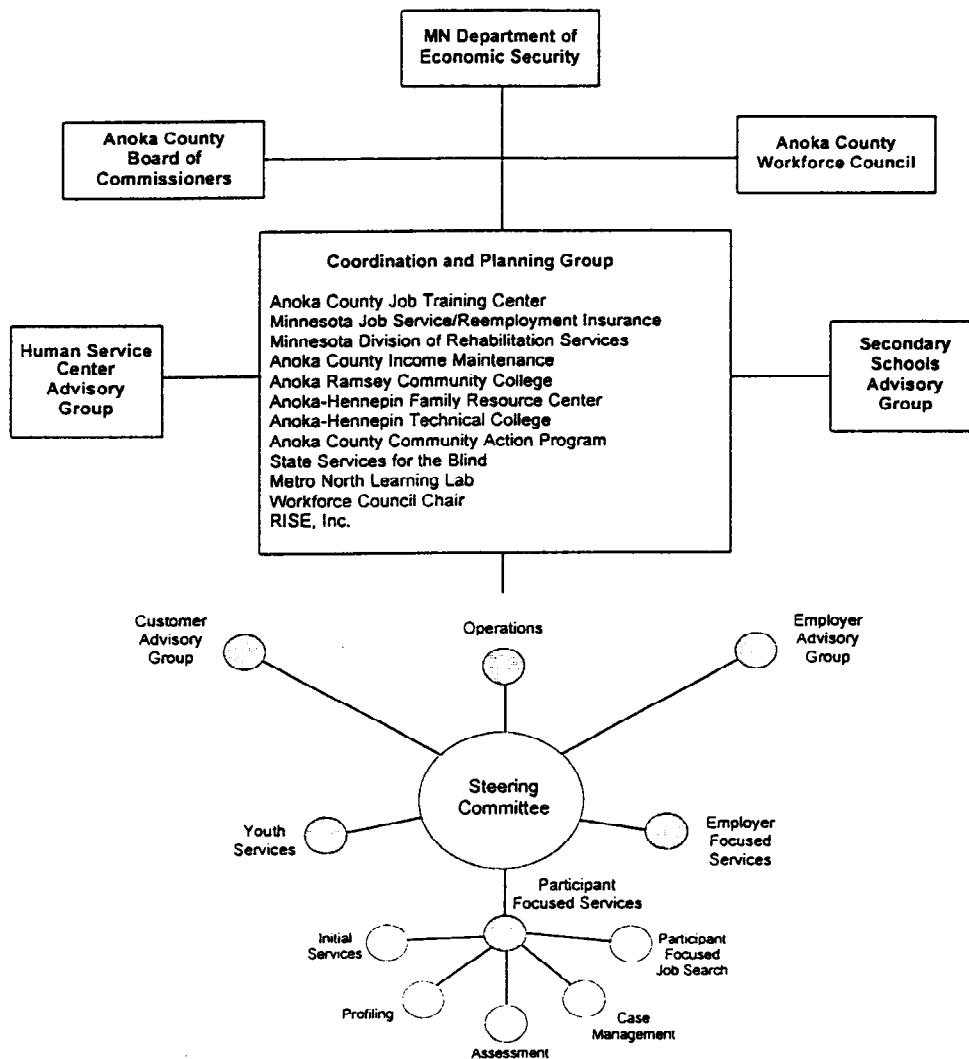


**ATTACHMENT 2-A**  
**ORGANIZATIONAL OVERVIEW OF ANOKA COUNTY,**  
**MINNESOTA, ONE-STOP SYSTEM**

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# MINNESOTA WORKFORCE CENTER OF ANOKA COUNTY CURRENT ORGANIZATIONAL OVERVIEW



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**ATTACHMENT 2-B**  
**EXCERPTS FROM WISCONSIN'S GUIDE TO**  
**CONVENING LOCAL COLLABORATIVE PLANNING**  
**TEAMS (1993)**

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## **II. COME TO THE TABLE**

### **A. Identify Common Ground Across Programs**

As broad of an array as they comprise, employment and training programs share firm, common ground. *First, all of the programs are aimed at achieving progress for the people who participate in them.* Depending on the status of the participant when they enter a program, this may entail a range of steps from drug rehabilitation, to educational remediation, adjustment of attitude and work habits, specific skill training or retraining, and help with job search, placement and retention. But, *in order to serve participants at all, programs share in a fairly consistent functional pattern: they do intake, assessment (including writing a service plan) and case management.*

For the most part the real bottom line of employment and training programs is working with participants to get and keep a job. For this bottom line to stick, the job needs to be, or lead to, one that affords the participant the opportunity to be self-sustaining. For this reason, employment and training programs share a second common ground: *they need to have strong ties to the employers in their service area.* This includes a need to know what kind of training is in demand by employers and what the future of that demand is, and the need to be in position to satisfy that demand.

A third common ground shared by employment and training programs is that *they all exist because "society" entrusts with them the management of it's investment.* This means that for all the programs, the extent to which their outcomes satisfy society's intentions determines the usefulness of their existence.

Finally, all the programs share the common ground that *they require infrastructures in order to operate.* Office space, systems for planning and management, tracking, and reporting information, advisory councils, labor market information, FAX, phones, and copiers are all examples. Additionally, all of the programs will incur operating expenses such as for utilities, forms & supplies, legal and accounting fees, marketing, grant competition, and more.

### **B. Have a Table to Come To**

Of course it's impossible to share common ground without communication between programs. A regular forum needs to exist for the partners to meet, discuss, plan, implement, and manage the coordination effort and the establishment of job centers.

Creating such a forum was the intent behind the Wisconsin Jobs Council's requirement that, within each JTPA region there exist an area wide Local Coordination Planning Team (LCPT). It was also required that each team write and begin implementing a

Local Coordination Plan and that the plan reflect the input and agreement of a broad base of partners in the local system.

As things stand, local planners and managers from various programs often are meeting to participate jointly in program-specific planning, work out contractual relationships, team up on funding proposals, and so on. While these are examples of items that might be addressed by sub-groups of the inter-program forum, they should not be confused with concerted, joint meetings aimed specifically at re-inventing inter-program relationships for the purpose of achieving a comprehensive, seamless, efficient and effective employment and training system.

It's an important fact that the Chief Local Elected Official was required to convene the first LCPT meeting. This assured that no local agency or program would appear to have an assumed leadership role. The intended message was that leadership of the local process was to be defined by the local stakeholders. What the experience of local areas to date seems to indicate is that local action can be formulated and carried out either by agencies acting as equal partners, or a strong-willed individual; what really matters is that the locale *choose* it to be so.

It is upon this basis that customer-oriented systemizing of local employment and training resources can occur, and, when systemization is extensive enough, job centers can be formed.

Following are examples of local joint planning structures that are currently active.

*Employment and Training Programs:*

♦ ♦ ♦

- *Aim to achieve progress for participants.*
- *Need strong ties to employers.*
- *Manage a societal investment.*
- *Need infrastructures to operate.*

---

## MODELS ITEM #1

### Local Planning Structures

---

#### INTENT

To have a recognized local forum through which the administrators of employment and training programs meet, discuss, plan, implement, and manage the effort to achieve for customers a comprehensive, seamless, efficient and effective employment and training system.

#### FEATURES THAT HAVE WORKED LOCALLY

- ♦ Leadership of the team is agreeable to the program representatives. Critical to this is the perception that the leadership is program neutral. Among others, Chief Local Elected Officials and economic development staff have successfully met this need. The leader is able to act as a "turf buster."
- ♦ In customer service, the team finds a shared vision and mutual goals and these are real enough that the team can always fall back on them when major disagreements threaten the process.
- ♦ The team has broad participation by equal partners who regularly attend. Certainly, the minimum core partners (Job Service, Technical College, JOBS and JTPA) regularly participate.
- ♦ Team members have adequate decision making authority for the program or agency they represent, either because they are in that position or have the complete backing of their management.
- ♦ Meetings are held about quarterly and are conducted under published agendas and minutes. (Less often as systemization is accomplished.) Often a steering committee presides over several working groups, and the groups are charged with accomplishing specific tasks that enable the system to work in a unified way (such as will be discussed later in this guide).
- ♦ The team is connected to a DILHR coordination liaison to give input to policy formulation, have a read on policy direction, and troubleshoot inter-agency roadblocks.
- ♦ The team is used to at least review and comment on, if not also give input to and approve the official plans of at least the core partner programs.

## LOCAL PLANNING STRUCTURES

---

Model Practice	3-C's Advisory/Steering Committee
Location	Northwest Wisconsin Area (Ashland, Bayfield, Burnett, Douglas, Iron, Price, Rusk, Taylor, Sawyer and Washburn Counties)
Local Contact	Steve Terry, Local Coordination Facilitator Northwest CEP 100 W. Main Street P.O. Box 616 Ashland, WI 54806 (715) 682-9141
Materials Available	Area Wide Memorandum of Understanding Minutes of 3-C's Advisory/Steering Committee meetings Minutes of workgroup meetings Minutes of annual area wide coordination meetings
Description	<p>The 3-C's Advisory/Steering Committee (A/SC) was charged -- by a May 1990 areawide mini-conference -- with the task of addressing local coordination issues on an ongoing basis. To this end, it has created a 3-tiered structure for areawide collaborative planning:</p> <ol style="list-style-type: none"><li>1. <u>inter-agency workgroups</u> that investigate -- and make recommendations on -- specific service delivery issues;</li><li>2. <u>the A/SC</u>, which meets quarterly to (a) address coordination policy matters, (b) create -- and act on recommendations from -- the workgroups, (c) assist in developing major local program plans, (d) respond to the coordination directives associated with individual programs (e.g. JTPA Objectives and Coordination Criteria and 8% funding, etc.), and (e) exchange relevant information from its members; and</li><li>3. <u>an annual "area wide coordination meeting"</u>, organized by the A/SC, at which the past year's coordination progress is reviewed and new issues raised to focus the coming year's work.</li></ol>

Structurally independent of its member agencies, the A/SC is positioned as a neutral advisor to these agencies. Its facilitator, though a PIC (CEP) staffer, was chosen on an inter-agency basis and has continued to serve since the Committee's inception. Meetings are conducted under published agendas and extensive minutes.

From the start, the A/SC has enjoyed broad-based representation and excellent attendance. Current membership includes the local administrative entities for JTPA, Job Service and VTAE, and a representative of the 10 local JOBS administrative agencies. Other members include CESA, CBOs, and regional representatives of state employment and training programs (i.e. DVR, Corrections, and Apprenticeship).

13-B

## LOCAL PLANNING STRUCTURES

---

Model Practice	Workforce Development Center Management Team
Location	Waukesha County Workforce Development Center (under development)
Local Contact	Maurie Weitekamp, JOBS Manager Waukesha County Human Services Department 500 Riverview Avenue Waukesha, WI 53188 (414) 548-7225
Materials Available	MOU for a Workforce Development Center in Waukesha County Minutes of the WDC Management Team
Description	<p>The WDC partners participate on a Management Team that (a) directs WDC development (full colocation expected by mid-1994), (b) oversees the interim coordination steps (e.g. joint procurement of assessment/testing, case management, and other services common to some or all partners), and (c) in addition to WDC policy and strategic planning, will perform the following ongoing system management roles.</p> <p><u>Program plan review.</u> The Team conducts a peer review of each member's annual program plan in relation to the WDC's operations. Such review includes budget priorities, program design (including local E&amp;T system service gaps), target group requirements, etc.</p> <p><u>Joint procurement of services.</u> The Team develops and oversees a joint RFP process for services shared by the partners, with multiple funding sources supporting a single contractor that provides services to some (if not all) WDC partners. (Note: Funding decisions are made by an independent Proposal Review Board.)</p> <p><u>Management oversight (after colocation).</u> The Team will oversee the performance of partners with assigned WDC management duties – e.g. Job Service for applicant intake, the PIC for maintaining the WDC computerized management information system, etc. In this capacity, the Team is authorized to make decisions regarding these types of ongoing management assignments.</p> <p>Team members include the County Executive's Office, the PIC, County DHS (JOBS/FSE&amp;T/etc.), Waukesha County Technical College, Job Service, DVR, the county's Economic Development Corporation, and Partners for Education, Inc.</p>

During the WDC development stage, the Team has been meeting on a bi-weekly schedule, under formal agendas and minutes. Partner attendance has been consistently high. The Team has also created three inter-agency staff workgroups -- "Customer Issues Team", "Move Coordinator Team", and "Management Information System Team".

13-D

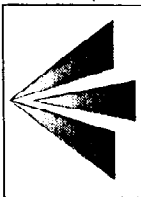
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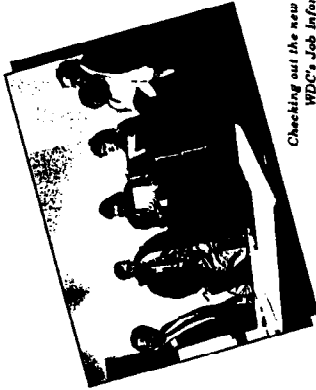
**ATTACHMENT 2-C**  
**MEET THE AGENCIES COMBINING TALENTS AT THE**  
**WORKFORCE DEVELOPMENT CENTER IN WAUKESHA**  
**COUNTY, WISCONSIN**

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# Meet the Agencies Combining Talents at the Workforce Development Center



Checking out the new JobNet system in the WDC's Job Information Center



## AFL-CIO:

- Mission:**
- Works with dislocated workers from union represented shops which are affected by mass layoffs or plant shut downs to find job training opportunities.

**Number of Workers at WDC:**

• 3

## Benefits of WDC Integration:

"It's a full one-stop center, so people are no longer running all over like before. A lot of our people go to WDC so they can just walk across campus. There's also easier access for the clients to see Kaiser and the Career Center."

Bunny Browning,  
AFL-CIO representative

## Department of Health and Human Services:

- Mission:**
- Determines eligibility for AFDC, Medical Assistance and food stamps for these in need
  - Deals with all able bodied persons who may, now or in the future, be required to participate in a work program through Kaiser or other agency. The aged and disabled cases are handled at the Waukesha Office).

**Number of Workers at WDC:**

• 19

## Benefit of WDC Integration:

"Clients can see their economic support specialist and their work program specialist at the same time. Before they were in two different locations. This means clients can register for work programs and go through the evaluation and assessment sooner. Ultimately, they will get back in the workforce sooner. In addition, the clients get access to the job service computer and other amenities at the center."

Diane Acherman,  
employment specialist supervisor



The WDC's Career Center offers personalized and on line help

## Kaiser Group:

- Mission:**
- Provides employment and training services to job Training and Partnership Act populations such as dislocated workers, economically disadvantaged, at-risk youths
  - JOBS (employment and training program for AFDC recipients)
  - Offers employment and training programs for general assistance and food stamp clients
  - Provides workshops which cover motivational development, issues, job search skills, resume development, interviewing, etc.

**Number of Workers at WDC**

• 18

## Benefits of WDC Integration

"The physical co-location of being within the center is great. We can physically take a person to an area like the WDC Career Center and show them options. It's been real exciting to see the barriers broken down."

Kathy Meyer,  
customer service manager

## La Casa de Esperanza:

- Mission:**
- Provides Hispanic community with social and economic opportunities.
  - Offers employment and training function through WDC. Other services such as ESL, home buyer program, early childhood intervention, etc. still provided at main office in Waukesha.

**Number of Workers at Center:**

• 3

## Benefits of WDC Integration:

"We're able to work closely with all the agencies and can promote the center as a whole. So far, we've received positive feedback from clients."

Armando Acosta,  
employment specialist

## Partners for Education:

- Mission:**
- Identifies, creates, promotes and supports partnerships between K-12 schools and employers such as teacher externships, job shadowing, speakers, tours, mentors, etc.

## Benefits of WDC Integration:

"Partners was included in the WDC to serve as a link between employers and schools to ensure a quality workforce for the future. We can't wait until the adult level for workforce issues to become important. We must have an influence earlier. This link makes our WDC different from other Job Centers."

Bill Baumgart, executive director

## Private Industry Council

- (Waukesha-Ozaukee-Washington)
- Mission:**
- Administrative agency for Job Training Partnership Act funds in a three county area.
  - Oversees funds for economically disadvantaged persons, dislocated workers, summer youth programs, older workers and other disadvantaged groups.
  - Subcontracts delivery of these services to Kaiser, La Casa de Esperanza and AFL-CIO.

**Number of Workers at WDC:**

• 13

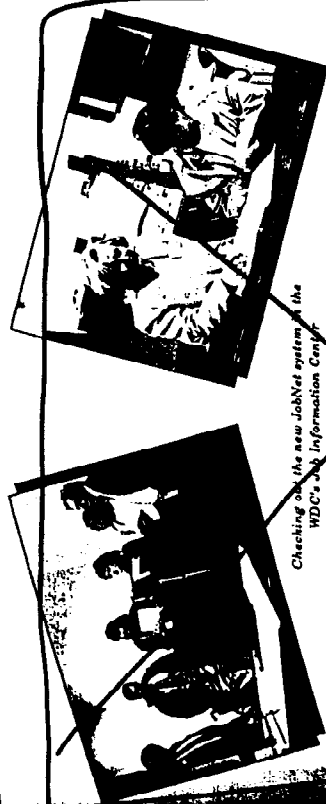
## Benefits of WDC Integration:

"Since we coordinate a lot of our planning and services with other agencies, being together in one place is a big asset. We can walk down an aisle and get information communicated and resolve problems quickly."

Len Gura, PIC President

# Combining Talents at the Workforce Development Center

Where People and  
Jobs Connect



Checking out the new JobNet system at the  
WDC's Job Information Center

**Casa de Esperanza:**  
Provides Hispanic community  
with social and economic  
opportunities.  
Offers employment and  
training function through  
WDC. Other services such as  
BIL, home buyer program,  
early childhood intervention,  
are still provided at main  
office in Waukesha.

**Number of Workers at Center:**  
• 9

**Benefits of WDC Integration:**  
"We're able to work closely  
with all the agencies and can  
provide the center as a whole.  
So far, we've received positive  
feedback from clients."  
Armando Lopez,  
employment specialist

**Partners for Education:**  
Mission:  
• Identifies, creates, promotes  
and supports partnerships  
between K-12 schools and  
employers such as teaching  
experiences, job shadowing,  
speakers, tours, mentors, etc.

**Benefits of WDC Integration:**  
"Partners was included in the  
WDC to serve as a link  
between employers and schools  
to ensure a quality workforce  
for the future. We can't wait  
until the adult level for  
workforce issues to become  
important. We must have an  
influence earlier. This link  
between schools and employers  
makes our WDC different from  
other Job Centers."

• Bill Baumgart, executive director

**Private Industry Council  
(Waukesha-Ozaukee-Washington):**  
Mission:  
• Administrative agency for Job  
Training Partnership Act  
funds in a three county area.  
• Oversees funds for economi-  
cally disadvantaged persons,  
dislocated workers, summer  
youth programs, older workers  
and other disadvantaged  
groups.

**Benefits of WDC Integration:**  
"Subcontracts delivery of these  
services to Kaiser, La Casa de  
Esperanza and AFL-CIO."

**Number of Workers at WDC:**  
• 13

**Benefits of WDC Integration:**  
"Since we coordinate a lot of  
our planning and services with  
other agencies, being together  
in one place is a big asset. We  
can walk down aisles and  
get information communicated  
and resolve problems quickly."

• Len Gore, PIC President

**Waukesha County  
Economic Development  
Corporation:**  
Mission:  
• Promotes Waukesha County  
for business development -  
markets to businesses outside  
of area and works with exist-  
ing companies to expand locally  
• Offers a comprehensive  
inventory of commercial and  
industrial land and buildings,  
long-term fixed rate gap  
financing through revolving  
loans, and information on  
labor force demographics and  
employment and training  
and programs

• Non-profit organization with a  
26 member board consisting of  
business, education and  
government representatives

**Number of Workers at WDC:**  
• 2

**Benefits of WDC Integration:**  
"A primary issue in Waukesha  
County is the availability of  
workforce. By being housed  
here, we can help ensure the  
focus of the center is on  
helping companies find quali-  
fied people. Communication is  
more streamlined and efficient."

• Walt Eliah, executive director

**Waukesha County  
Technical College:**  
Mission:  
• Provides services of the  
Career Center such as career  
guidance activities, career  
planning workshops, resume  
and interviewing skills help  
and labor market information.

• Serves as testing site for  
ASSET, high school equiva-  
lency diploma & OED as well  
as apprenticeship testing and  
contracting fire and police  
testing  
• Offers graduates and students  
help in securing internships  
and permanent employment  
through Employment Oppor-  
tunity and Co-op departments.  
• Provides customized services  
for area companies through  
the Center for Business &  
Industry Services

**Number of Workers at WDC:**  
• 27

**Benefits of WDC Integration:**  
The WDC concept de-central-  
izes services so customers are  
not stored to a particular  
agency but to wherever  
specific needs can be met.  
There's a better and more  
unified flow of information  
which greatly benefits  
customers."

• Jim Muller, associate dean

**Wisconsin Job Service:**  
Mission:  
• Labor exchange: matching  
job seekers with jobs  
• Labor market information  
• Veterans' employment and  
training needs

**New Features:**  
New JobNet: interactive touch-  
screen computer system allows  
general public to directly  
access jobs. This technology  
will also give people a menu of  
WDC services and allows them  
to register on-line.

**Number of Workers at WDC:**  
• 31

**Benefits of WDC Integration:**  
"Now we have direct access to  
all the other support and  
training services and we don't  
need to send people across  
town. It also facilitates  
communication immensely."

• Diane Kauten, district director

**ATTACHMENT 2-D**  
**TARRANT COUNTY CAREER CENTERS**  
**COORDINATION AGREEMENT (1996)**

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# **TARRANT COUNTY CAREER CENTERS COORDINATION AGREEMENT**

## **I. Parties to this Agreement:**

### **A. Tarrant County Employment Network**

Administrative Offices	Arlington Office	Resource Connection
2601 Scott Avenue, Ste 203	110 West Randol Mill	1400 Circle Drive
Fort Worth, TX 76103	Arlington, Texas 76011	Fort Worth, TX 76119

### **B. Texas Employment Commission**

Arlington Office	Mid-Cities Office	Downtown Office
979 North Cooper	1809 Forest Ridge Drive	301 West 13th Street
Arlington, TX 76011	Bedford, TX 76110	Fort Worth, TX 76102

## **II. Purpose of this Agreement**

The purpose of this agreement is to coordinate resources to ensure the effective and efficient delivery of workforce services in Tarrant County. This agreement will also establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human service, job training and other workforce development services to Tarrant County residents.

Parties to this document agree to the obligations, performance and accomplishments of the tasks described in Section IV. Partners shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

## **III. Period of Agreement**

This Agreement shall commence on the date it is executed and shall terminate on June 30, 1997, unless otherwise terminated upon thirty day written notice.

## **IV. Description of Roles and Responsibilities**

### **A. Joint Responsibilities**

- 1) Coordinated scheduling of orientation and other group activities involving shared customers.
- 2) Active participation in Site Based Management Teams, other Career Center Advisory Committees and Planning Meetings.

- 3) Assistance in the development of an integrated case management system for customers, and after such development, actively participate in joint case management activities.
- 4) Assistance in the development of a coordinated employer services package that will be available at the Arlington Career Center.
- 5) With the assistance of the state automated system, maintain a single repository of job orders and applicants.
- 6) Participation in staff sharing and cross training arrangements as outlined under individual agency responsibilities.
- 7) Compliance with agency policies and procedures regarding client confidentiality and data security.
- 8) Pursue further integration of services which may include staff and resource sharing arrangements as appropriate to serve customers.
- 9) Participation in other one-stop career center activities (e.g., cost allocation plans) to ensure that one-stop project goals are attained and that action steps outlined in the strategic plan are implemented.

**B. Individual Responsibilities:**

**1) Tarrant County Employment Network**

- a. Grant administration including grant management, fiscal activities, evaluation/reporting, and overall coordination activities.
- b. Provide opportunities for cross training of staff, including but not limited to:
  - Use of labor market products such as Texas CARES and Rescue;
  - Outreach and recruitment activities associated with JTPA services;
  - Orientation to JTPA intake, assessment, and case management processes;
  - Orientation to the three day job search workshop package provided by JTPA; and
  - Orientation to and use of additional Resource Room materials such as resume software, information and referral software, and internet access.
- c. Assign TCEN staff to the current TEC offices to coordinate and implement the goals of the one-stop career center strategic plan.

d. TCEN Services under this agreement include:

- Orientation to JTPA and other career center services
- JTPA Intake
- Basic Assessment
- Career Planning/Case Management
- Coordinated job search activities
- Coordinated job development and job placement

Individuals needing more intensive case management services will be referred to the Arlington Career Center or Resource Connection Career Center until cross training for these functions are complete or additional funding is available for staff. Job search functions will be provided by TEC staff.

e. Assistance with set up of customer resource areas.

## 2) Texas Employment Commission

a. Assistance with planning, coordination, and reporting required to successfully proceed with the goals of the one-stop career center project.

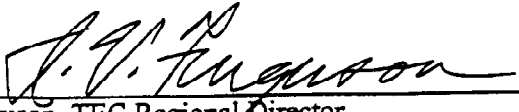
b. Continued assignment of an Employment Interviewer position and other positions as necessary at the Arlington Career Center and Resource Connection Career Center. These assignments will be non-financial, staff sharing arrangements as of July 1, 1996. Staff will be responsible for the following activities:


- provide information on the Employment Service to job seekers and register individuals in the Employment Service system
- provide information on Unemployment Insurance (U-I) and assist individuals apply for U-I
- provide information documenting job seekers employment status and job search activities for program eligibility and U-I profiling
- participate in coordinated rapid response activities
- provide information on Trade Adjustment Assistance and assistance in filing TAA petitions
- provide information and referral services which encourage effective exchange of information between agencies, employers, and job seekers
- provide basic labor exchange information (e.g., job search and job development assistance, veterans services, America's job bank, automated labor exchange, Governor's Job Bank, employer contact program, and employment counseling).

c. Assignment of part time Veterans Employment and Training staff at the Resource Connection and on call as needed at the Arlington Career Center.

- d. Provide opportunities for cross training of one or more JTPA staff to:
- provide basic labor exchange information to customers
  - access three tiers of job listings provided by JOB Express
  - provide information on filing Unemployment Insurance Claims
  - document customers' employment status and job search activities

V. Authorized Signatures

  
I.V. Ferguson, TEC Regional Director 4-29-96  
Date

  
Judy McDonald, TCEN Workforce Development Director 4-30-96  
Date

**ATTACHMENT 2-E**  
**MEMORANDUM OF UNDERSTANDING FOR A**  
**WORKFORCE DEVELOPMENT CENTER IN WAUKESHA**  
**COUNTY, WISCONSIN (1992)**

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**MEMORANDUM OF UNDERSTANDING FOR A WORKFORCE DEVELOPMENT CENTER  
IN WAUKESHA COUNTY, WISCONSIN**

PURPOSE AND MISSION

This agreement is entered into in a spirit of cooperation by the signatory agencies to describe how their various funding and institutional resources can be utilized to better serve mutual customers, both job seekers and employers, through an integrated system of service delivery operated in a single location, called the Workforce Development Center. It is understood that the development and implementation of this Center will require mutual trust and teamwork between the agencies, all working together as partners to accomplish shared goals.

The Mission Statement of the Workforce Development Center is as follows:

The purpose of the Workforce Development Center is to advance the economic well-being of the region by developing and maintaining a quality workforce and by serving as the focal point for local and regional workforce development initiatives. This is to be achieved through the co-location and integration of employment, training, education and economic development services for job seekers, workers, and employers.

The objectives of the Workforce Development Center are:

1. To empower job seekers to actively achieve long-term economic self-sufficiency.
2. To assist employers in meeting their present and future workforce needs.
3. To meet participants' temporary economic and support service needs and strengthen the connection between economic assistance and preparing for work-related self-sufficiency.
4. To deliver necessary services in the most cost-effective and efficient manner possible.
5. To strengthen the bond between Waukesha County's economic development and employment and training programs by continual communication and coordination between the public and private sectors.

PARTICIPATING AGENCIES AND REVENUE SOURCES

The following are the agencies that shall form the Workforce Development Center, along with the potential sources of funding that each will bring to the planning process. These agencies shall comprise the Management Team (along with any other major service provider in the Center), which shall be responsible for the on-going operation of the Center.

<u>Agency</u>	<u>Revenue Sources</u>
W-O-W Private Industry Council, Inc.	Job Training Partnership Act Public & Private Revenues for Job Training Activities
Waukesha County Department of Health & Human Services	Job Opportunities and Basic Skills (JOBS) Food Stamp Employment and Training Funds General Relief Employment and Training Funds Children's First Program Funds
Waukesha County Technical College	Carl Perkins Vocational Education Act Adult Education Act
Wisconsin Job Service	Wagner-Peyser Act & related Employment Service Funds
Wisconsin Division of Vocational Rehabilitation	Vocational Rehabilitation Act
Waukesha County Economic Development Corporation	Public & Private Revenues for Economic Development Purposes
Partners for Education, Inc.	Public & Private Revenues for Educational/ Business Partnership Development

### JOINT PLANNING PROCESS

The signatory agencies commit themselves to a joint planning process wherein the annual plans of each agency's revenue sources will be mutually reviewed and discussed in relation to the operations of the Workforce Development Center. Particular focus shall be directed toward the Job Training Partnership Act, the Job Opportunities and Basic Skills (JOBS), Carl Perkins Vocational Education Act, and the Wagner-Peyser annual plans. Discussions shall include an overall review of the mission and service delivery approach of various grant funds, target group requirements, programmatic design, and budgeting priorities. The Center's Management Team shall be the body through which the joint planning process will take place. Meetings shall be conducted with the objective of obtaining consensus on joint planning decisions and shall occur periodically throughout the year in order to take into account the various timeframes for grant planning and implementation.

### JOINT FUNDING OF SERVICE PROVIDERS

It is agreed that the following program activities will be mutually funded through a joint Request for Proposal process from the revenues sources indicated, to become operative no later than January 1, 1994:

AREA OF SERVICE	REVENUE SOURCES	COMMENTS/SPECIFICATIONS
Testing/Assessment	JTPA, JOBS	Separate layers of testing, assessment, and career exploration would be specified, each of which could be funded separately or on a combined basis. Testing for Job Service applicants would be included. Services under this RFP should be coordinated with other assessment services provided through WCTC.
Case Management	JTPA, JOBS, G.R./Food S.	Single agency to be funded to provide on-going case management services for JTPA & JOBS participants
Job Development; Employer Contacting	JTPA, JOBS	Single agency to be funded to provide job placements services to JTPA and JOBS job-ready applicants. The agency that is funded would be required to coordinate with Job Service and its Automated Matching System.
Personal Development Pre-Employment Groups	JTPA, JOBS	Single agency to conduct these group activities. This RFP could be combined with the Case Management RFP.
Job-Seeking Skills Workshops; Job Clubs	JTPA, JOBS	Single agency to conduct these group activities. Could require coordination with Job Service U.C. Workshops. This RFP could be combined with the Job Development RFP.
Services to Minorities	JTPA, JOBS	Single agency to perform services to targeted minorities.

It is possible that additional revenue sources, such as Carl Perkins Vocational Education funds, may be identified in the joint planning process to be part of these RFP processes.

Each Request for Proposals shall be jointly developed by the Management Team. (Any agency that intends to submit a proposal in response to the RFP must exclude itself from the RFP developmental process.) The RFP will contain the specific service and program requirements of each funding source, the amount of funds available from each source, the participation and performance levels expected, and a combined criteria for selection of the service provider. The Private Industry Council Office will be the lead agency for this mutual process, will issue the RFP on behalf of the funding agencies, and coordinate the review and recommendations to be developed on the proposals.

The joint recommendations from the granting agencies on proposals will be referred to the Proposal Review Board for funding decision. The Proposal Review Board shall be composed of three County elected officials and three Private Industry Council members from Waukesha County, appointed by the County Executive.

Once an agency has been selected to provide a program service, each funding source shall execute a contract with the service provider for its funds. The granting agencies shall work together to coordinate the contract provisions to the same job-agent. Likewise, a unified monitoring process between the granting agencies will be implemented, including joint monitoring reviews. The Private Industry Council Office shall be the lead agency in developing coordinated contracting and monitoring procedures. The Management Team will conduct the final performance evaluation review on all contracted services. These findings will be communicated to the Proposal Review Board.

#### COORDINATION WITH JOB SERVICE

As an integral part of the Workforce Development Center, the Wisconsin Job Service shall provide public labor exchange, labor market information, veterans employment services, and other services available through the Wagner-Peyser funds. These services shall include the services of the Automated Job Matching System.

The Job Service shall be responsible for the initial intake of all applicants to the Center through its Wagner-Peyser resources. The Job Service shall be the lead agency in developing common application or pre-application formats and procedures, acceptable to all funding sources. The intake process shall include a referral process to variously funded program activities in the Center.

#### COORDINATION WITH COUNTY ECONOMIC SUPPORT SERVICES

The County Department of Health and Human Services shall be responsible for development of procedures which coordinate services available to welfare recipients through its economic support unit with the employment and training services at the Center. This coordination includes linkages with child care and other support services, as well as co-location of economic support staff in the Center.

#### COORDINATION WITH VOCATIONAL REHABILITATION SERVICES

The Wisconsin Department of Vocational Rehabilitation shall participate in the development of the Requests for Proposals for Testing/Assessment and for Job Development/Placement, in order to assure that the RFP specifications include the service delivery needs related to DVR clientele. After the vendor selection process is completed for these two service delivery areas, it is planned that the Center's service delivery agent will respond to the DVR proposal process in order to include the DVR clientele in its service delivery functions.

#### REMEDIAL EDUCATION ACTIVITIES

Because of the critical importance of the development of basic math and reading skills in today's workforce, the Center will provide on-site classes in remedial education. Waukesha County Technical College shall be the lead agency for this function, through Adult Education Act and/or other basic education funds.

#### COORDINATION WITH ECONOMIC DEVELOPMENT ACTIVITIES

The Waukesha County Economic Development Corporation shall be responsible for coordinating various economic development initiatives with the Workforce Development Center, particularly in relating the workforce needs of new and expanding businesses. Included in this coordination will be the development of linkages with housing and transportation needs of the area workforce and referring employers to the Center to obtain job referrals. Through its contacts with area businesses, the Economic Development Corporation shall contribute to the employer data base and to overall private sector involvement in the Center.

#### COORDINATION WITH K-12 SCHOOL DISTRICTS

Partners for Education shall be the lead agency to coordinate Center activities with K-12 School Districts in Waukesha County, focusing on career information and school-to-work transition activities for area students and teachers and on partnership linkages between school districts and area employers.

### COORDINATED MARKETING TO THE COMMUNITY

The Private Industry Council shall provide staff at the Center to execute comprehensive marketing of the Workforce Development Center to the community, to implement centralized OJT training contracts with employers, and to oversee coordination of the job placement functions with the Job Service's Employer Relations Program, including exploration of the use of JTPA and JOBS funding for the Automated Matching System for use in the Center.

### OPERATIONS MANAGEMENT AND ADMINISTRATIVE FUNCTIONS

The Workforce Development Center's Management Team shall be the body responsible for overseeing the operational management of the Center's activities. All of the lead agency functions designated in this document shall be subject to review and monitoring of effectiveness by the Management Team, in a spirit of mutual cooperation and development of high quality systems to serve the Center's customers. Decisions regarding the on-going management of the Center shall be made by the Management Team on a consensus basis.

The Waukesha County Department of Health and Human Services and the Private Industry Council Office, in close working relationship with the Management Team, shall share responsibilities of the operational management and the administrative functions of the Center, on the following basis:

1. **Operational Management:** The County Health and Human Services Department shall provide staff to conduct on-going operations management of the Center, including coordination of overall operational activities, development of operational policies and procedures, facilitating the interaction of Center agencies and staff, preparation of special reports on Center's activities, participation in the coordinated monitoring process, approval of centralized expenditures, coordination of the preparation of annual plans and budgets, assisting in the development of the Management Information System, preparation and monitoring of JOBS contracts, and development of integrated JOBS and income maintenance programming.
2. **Administrative Management:** In addition to coordinating the RFP, contracting and monitoring processes, the Private Industry Council shall maintain a computerized Management Information System which will collect and integrate data on program participants and employers utilizing the Center, after the MIS system has been jointly developed with all the members of the Management Team. The MIS system will be jointly supported by JTPA and JOBS funds. All of the participating agencies shall have input into the design of the data base and report formats, and have full access to the reports generated by this system.

### ADOPTION AND AMENDMENT TO THIS AGREEMENT

Nothing in this agreement shall violate existing contracts. Signatories reserve the right to modify the scope, direction, structure and content of this agreement based on legislative changes, governing board directives, and funding availability.

This agreement is effective as of the date when all parties have signed the document, and it will continue in effect on an indefinite basis. This agreement may be modified at any time by mutual consent of all the signatory parties. Each signatory party withholds the right to discontinue its participation in this agreement upon 60 days written notice to all the other parties.

AUTHORIZED SIGNATURES

This Memorandum of Understanding is agreed upon by the parties listed below on the dates indicated.

  
 Daniel Finley, Waukesha County Executive

12-11-92  
 Date

  
 Leonard F. Cors, W-O-W Private Industry Council, Inc.

12-11-92  
 Date

  
 Peter Schuler, Waukesha County Department of Health  
 & Human Services

12-11-92  
 Date

  
 Richard Anderson, Waukesha County Technical College

12-11-92  
 Date

  
 Diane Knutson, Wisconsin Job Service

12-11-92  
 Date

  
 Frank Broder, Wisconsin Division of Vocational Rehabilitation

12/11/92  
 Date

  
 Walter Elish, Waukesha County Economic Development Corporation

12-11-92  
 Date

  
 Sandra Freiling, Partners for Education, Inc.

12-23-92  
 Date

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**ATTACHMENT 2-F**  
**ONE-STOP CAREER CENTER NON-FINANCIAL**  
**AGREEMENT FOR SERVICE DELIVERY AREA 12,**  
**ANOKA COUNTY, MINNESOTA (1994)**

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# ONE-STOP CAREER CENTER NON-FINANCIAL AGREEMENT FOR SERVICE DELIVERY AREA 12

In accordance with the United States Department of Labor FY 1994 Solicitation for Grant Application for the period 1995-1998 to create a One-Stop Career Center System in Minnesota, the signators agree to work in good faith to follow the provisions of this agreement to create a One-Stop Career Center System in the One-Stop Service Area. See Governance, Information, and Funding flowcharts (Attachments A, B, and C respectively). For purposes of this agreement the One-Stop Service Areas shall be the same as the Service Delivery Areas under the Job Training Partnership Act.

Following are the main principles:

- ◆ The vision and goals outlined in Attachment D will be pursued.
- ◆ Programs to be integrated at One-Stop Career Centers will include:

- Employment Service Programs
- Dislocated Workers Programs
- Veterans Employment Service Programs
- Title II of JTPA
- Older Workers Programs
- Reemployment (Unemployment) Insurance Programs

- ◆ The following programs will be given direct or indirect access, in most cases full integration to the One-Stop:

- Minnesota Youth Program
- Jobs (STRIDE)
- FSET (Food Stamps Employment & Training)
- Work Readiness
- Vocational Rehabilitation
- State Services for the Blind

Additional employment and training programs specific to each One-Stop Service Area will also be integrated into the One-Stop Career Centers whenever feasible. Education and economic development partners are encouraged to participate in the One-Stops. Information on and initial access to all programs will be provided at One-Stop Career Centers whenever possible. The Minnesota Department of Economic Security shall be responsible for a universal data base and application, electronically shared among One-Stop Career Center providers.

Each One-Stop Service Area will come to an agreement between the local Workforce Council and the Local (Chief) Elected Official(s) on a two-year plan for grant recipient, administrative entity and program operator(s). This body will develop a joint plan for the design of their system within the state's parameters, with full consideration for the highest quality outcomes achievable.

One-Stop Non-Financial Career Center Agreement

The local plan design will be jointly developed and presented by the local Job Service and Job Training Partnership staff. This plan shall identify which services are to be provided to the customers. In each One-Stop Service Area, Job Service will be responsible for job development, job listings and job match for all One-Stop programs. The definition of job development is outreach into the employer community to encourage the listing of job openings for the general applicant pool and marketing available services to exert a significant presence. The definition of job listings is information on current job vacancies including required skills, knowledge and abilities, wage and hours, benefits, and location of work which is available on a local, state and national level. The definition of job match is obtaining specific employer information on job openings, often including an interviewing appointment, for which an individual has been matched as suited to employer requirements. Special job development coordination will be described in the local plan. Any variance from this policy must be approved by the Governor.

Jobseeking can be offered by various entities depending on legal requirements, local conditions and nature of clientele as identified in the local plan. The Job Service must agree upon the content and information provided by the application and/or resume systems and monitor those processes so that the skills identified are accurate and contain information necessary to do workforce exchange. Within the constraints of state and federal laws, the Job Training Partnership Act staff and Job Service staff within the One-Stop System will be actively involved in the Rapid Response activities of the Dislocated Workers Program.

In the development of a joint One-Stop System plan for each One-Stop Service Area, there is potential that the Job Service and Job Training Partnership staff will not be able to reach agreement. The Workforce Council and the Local (Chief) Elected Official(s) will be called on to resolve differences. If agreement is not reached, the Workforce Council and the Local (Chief) Elected Officials will refer the matter to be decided by the Governor through the Commissioner of the Minnesota Department of Economic Security. At that level a decision will be made taking into account demonstrated effectiveness in the specific activities under dispute as well as any mitigating local circumstances.

The One-Stop Service Area shall adhere to all performance standards set forth in the Minnesota One-Stop Career Center System plan, by the Governor's Workforce Council and local performance standards. Incentives for performance shall be based upon the combined performance of the One-Stop Career Center.

The Minnesota One-Stop Career Center System will encompass seventeen local One-Stop Service Areas, which represent a single county, city, or consortium of counties. These One-Stop Service Areas will be governed by the Local (Chief) Elected Official(s) and their appointed Workforce Council in an equal partnership. The Workforce Council is the first of three levels of governance within the Minnesota structure. The most direct decision making to assure customer satisfaction will take place at the local level with the Workforce Council and Local (Chief) Elected Official(s).

One-Stop Non-Financial Career Center Agreement

The Local (Chief) Elected Official(s) shall appoint a Workforce Council to meet all the requirements of the Job Training Partnership Act, Section 102. A Workforce Council will be made up of at least 51% private-sector representatives with recommendations from the general business organizations such as Chambers of Commerce. Up to one-third of the initial private-sector nominees will be from the Job Service Employer Committee. The Workforce Council Chairperson will be from the private sector. The Workforce Council can create subcommittees such as an applicant or employer subcommittee. Subcommittees may include non-members but the chair of the subcommittee must be a member of the Workforce Council. The size of the Workforce Council is determined at the local level, but at the minimum have the following representation: private sector, who shall constitute a majority of the membership of the council and who shall be owners of business concerns, chief executives or chief operating officers of nongovernmental employers, or other private-sector executives who have substantial management or policy responsibility; organized labor and community-based organizations, who shall constitute not less 15 percent of the membership of the council; educational agencies (which agencies shall be representative of all educational agencies in the service delivery area); vocational rehabilitation agencies; public assistance agencies; economic development agencies; and the public employment service.

One of the functions of the Workforce Council is to determine the most effective designation of administrative entities, grant recipients and program operators for the One-Stop Career Center, with the exception of Job Service as the administrative entity and grant recipient for Wagner-Peyser, Veterans' Title 38 programs, and Unemployment Insurance funds. The Workforce Council will be responsible for joint planning and collaboration as well as on-site reviews and oversight of program performance. They will select local priorities for services and target populations for supplemental programming within the Workforce Board, state and federal guidance parameters. They will assure non-duplication of services and a unified delivery within their One-Stop locations. The Workforce Council shall consult with the Job Service Representative and the Job Training Partnership Program Representative on all workforce development issues and these representatives shall have equal access to the Council and have the authority to bring agenda items to the Council for the Chair's consideration.

Minnesota will organize along labor market areas to set up six regional Workforce Investment Boards, known as Northwest, Northeast, Central, Southeast, Southwest, and Metro (See Attachment E). The Governor, in consultation with the Workforce Investment Boards in the affected areas, may redesignate the Workforce Investment Board areas as labor markets change. The Local (Chief) Elected Officials shall work with their Workforce Councils to establish the labor market Workforce Investment Board. The Workforce Investment Board shall consist of the Chair of the Workforce Council(s) (or his/her designee) and an Elected Official from each One-Stop Service Area. Additional members will represent regional organizations and labor market interests such as organized labor and economic development, shall not exceed 49% of the membership, and shall be appointed by the Local Elected Officials and Workforce Council representatives on the Workforce Investment Board.

The function of the Workforce Investment Board would be to coordinate employer services, strategic planning, economic development, outreach, public relations, and labor market research

One-Stop Non-Financial Career Center Agreement

within the region. They would also recommend membership to the Governor's Workforce Development Council from among members of the local Workforce councils, set regional goals and standards as coordinated with state and local goals and standards, and shall participate in the development and usage of labor market information.

The Minnesota Department of Economic Security shall provide support to the Workforce Investment Board. Minnesota Department of Economic Security Labor Market Information staff will be located within the area of the Local Workforce Investment Board. The Labor Market Information staff person reports to both the Workforce Investment Board and to the Minnesota Department of Economic Security. The Workforce Investment Board may select its own additional staff. Resources for Workforce Investment Board activities would be provided from the Workforce Council.

The partners shall work together to the best of their ability to ensure no net loss of employment for their respective staffs and to develop appropriate training and development to provide a proper transition into new jobs and/or responsibilities.

The integration of employment and training programs in Minnesota will be supported by the creation of an administrative structure in the Minnesota Department of Economic Security which shall oversee the One-Stop Service System. This structure encompasses Job Service, Reemployment Insurance, Labor Market Information, State Services for the Blind and the Division of Rehabilitation Services and Community Based Services employment and training programs.


A statewide Governor's Workforce Development Council will be the final stage of coordination. This will replace the Governor's Job Training Council and the Statewide Job Service Employer Committee. Membership of this Council will be in accordance with Title VII of the Job Training Partnership Act, with at least a majority of the members selected from the local Workforce Councils. Various subcommittees, including an employer subcommittee will be established. This Governor's Workforce Development Council recommends to the Governor goals for the development and coordination of the human resource system in Minnesota, including a strategic plan to achieve those goals, and a monitoring process that sets and evaluates performance indicators to insure a successful implementation of the plan. They would assess the needs within the State for workers by occupation or skill, needed workforce skill levels, and generally assess whether the type and availability of workforce programs within the state responded to those needs. Additional responsibilities lie in establishing a methodology to waive State and Federal rules and provision of law as recommended for improved quality of services to its' customers.


An Association of One-Stop providers will be developed to enhance the coordination of planning and management principles and capacity building. All members will be assessed a membership fee to accomplish organization. The membership meets on a monthly basis to update itself on Federal, State and local programming, and insure support for the integrated employment and training system in Minnesota.

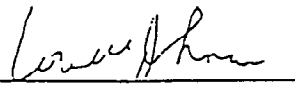
One-Stop Career Center Non-Financial Agreement

We agree that the One-Stop Career Center System in this One-Stop Service Area will be operational on July 1, 1995.

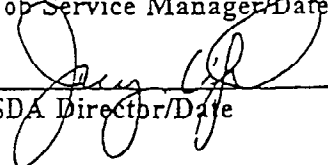
One-Stop Service Area Signators:


 9-6-94  
Private Industry Council Chairperson/Date

 8/24  
Local Elected Official Chairperson/Date

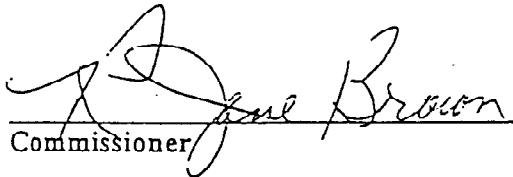
 9-6-94  
Job Service Manager/Date

Attest 

 8/25/94  
SDA Director/Date

  
Assistant County Attorney

As approved by the Minnesota Department of Economic Security

 June Brown  
Commissioner

9/12/94  
Date

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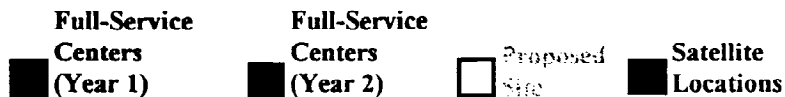
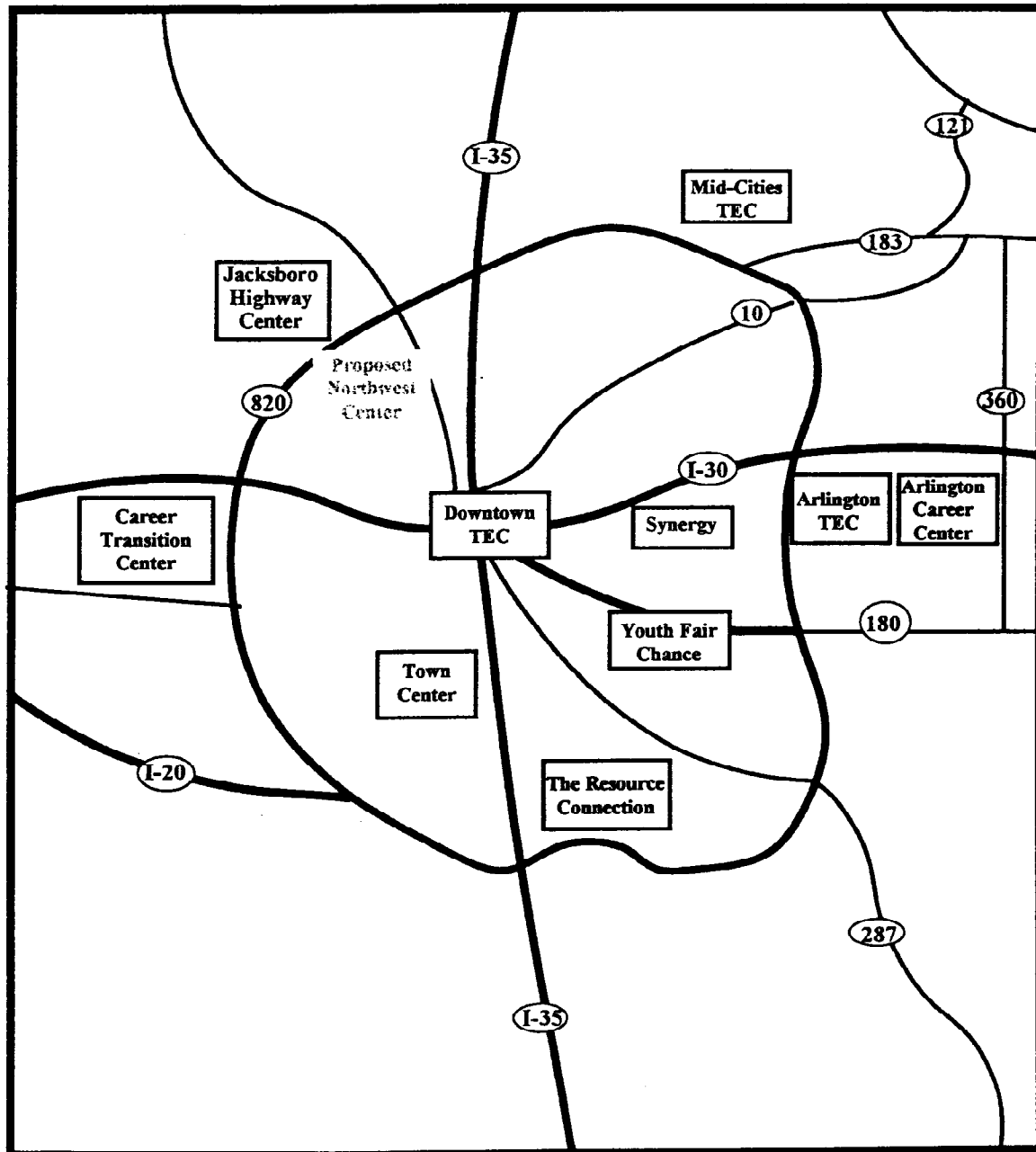
**ATTACHMENT 2-G**  
**TARRANT COUNTY (TEXAS) CAREER CENTERS:**  
**ONE-STOP ACCESS POINTS**

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# Tarrant County Career Centers

## One-Stop Access Points

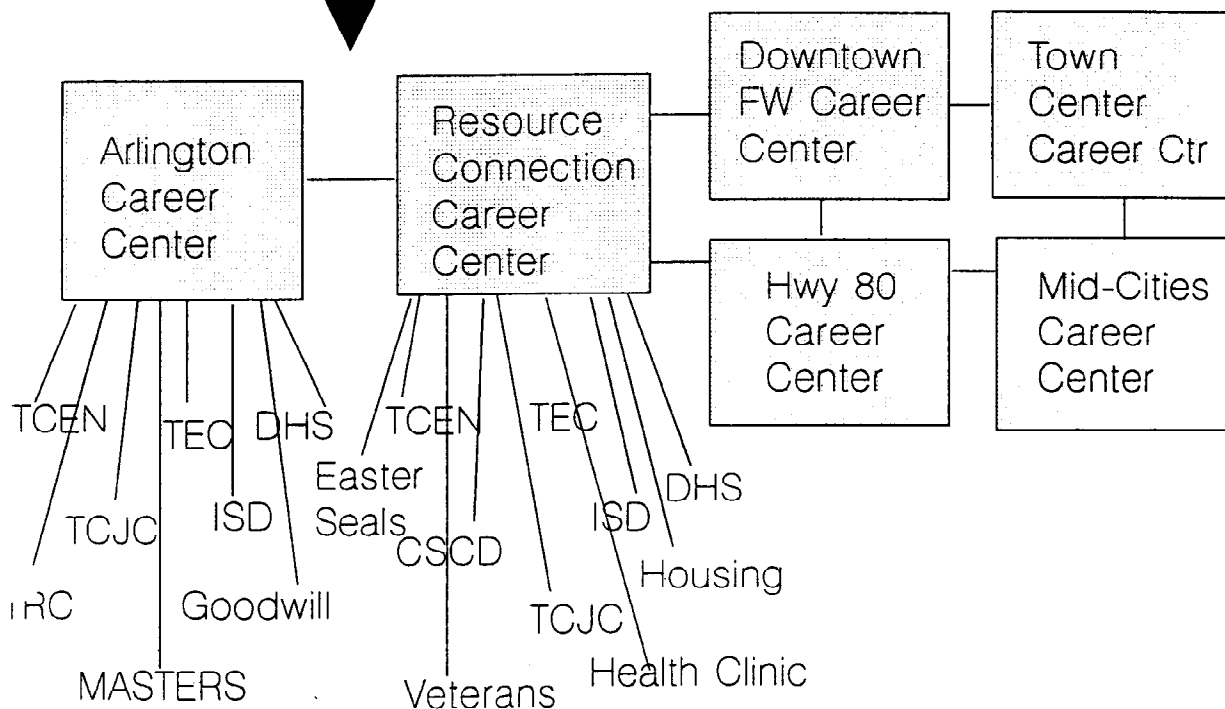


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# TEXAS WORKFORCE COMMISSION

## TEXAS CAREER CENTERS

### TARRANT COUNTY CAREER CENTER SYSTEM



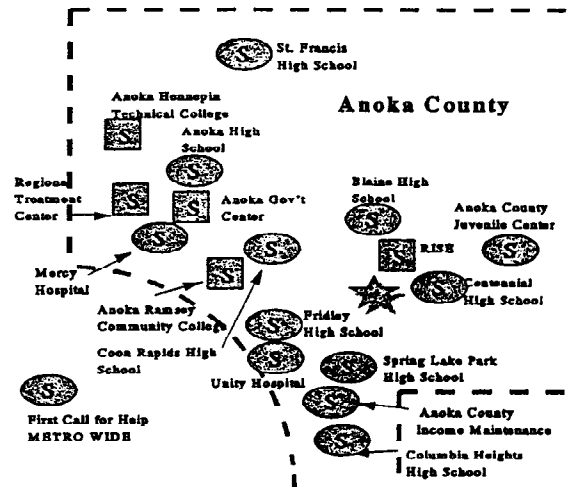
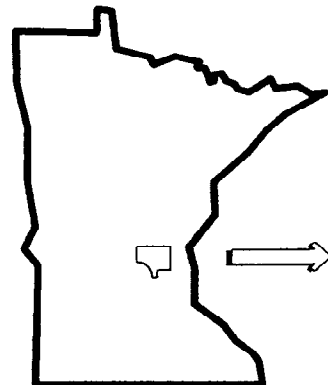
**ATTACHMENT 2-H**  
**MINNESOTA WORKFORCE CENTER**  
**ANOKA COUNTY**

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# MINNESOTA WORKFORCE CENTER-ANOKA COUNTY



The map illustrates how the three components of the Minnesota Workforce Center-Anoka County are linked.



## The Minnesota Workforce Center- Anoka County

This is the primary service point in the local employment and training system, providing the full array of employment and training services as well as a variety of necessary human services and serving as the hub of the local one-stop system.



## 14 Staffed Service Locations

These sites are linked to the Workforce Center by formal two-way referral agreements and subcontract or purchase of service relationships. They include (a) sites

where the Workforce Center has satellite offices and staff stationed (the two postsecondary training institutes), (b) training providers including local high schools, basic education, and secondary transitional education sites, and (c) smaller and highly-specialized service providers (especially community-based organizations) that serve targeted constituencies (e.g. juvenile offenders). These sites also have the capability to do prescreening and referrals.



## 5 Staffed Service Locations with Electronic Connections

The same services which are available at staffed service locations are also available at these sites. In addition, these sites have electronic technology linking them to the hub site.

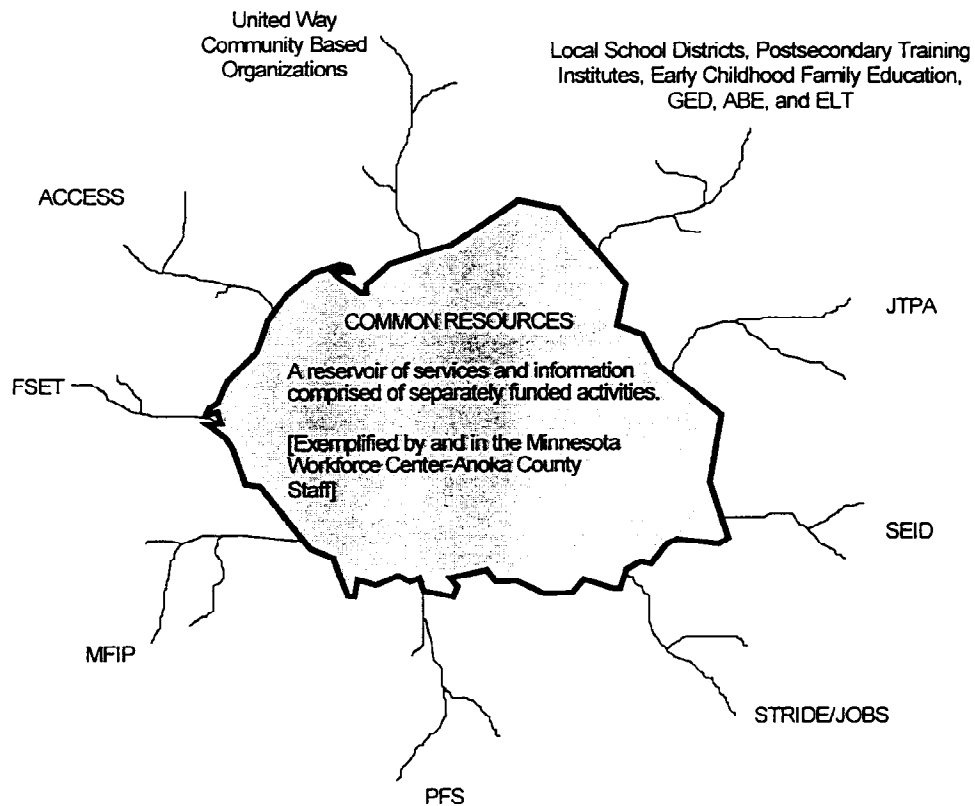


## MINNESOTA WORKFORCE CENTER-ANOKA COUNTY



### A Working Metaphor:

7/96



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K:\tr\H:\CLERICAL\WFC\METAPHOR.

**ATTACHMENT 2-I**  
**DAY-TO-DAY COORDINATION PROCEDURES FOR THE**  
**NEW LONDON *CONNECTICUT WORKS* CENTER**

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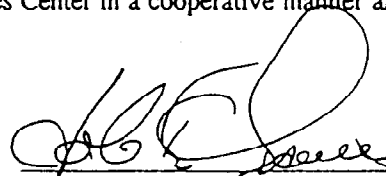
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New London One-Stop Career Center  
Memorandum of Agreement Addendum

In an effort to clarify the day-to-day coordination activities within the New London One-Stop Career Center the following is agreed to by the Department of Labor and the New London Regional Workforce Development Board (RWDB) specifically with respect to operations in the Career Services Center (CSC) in New London:

1. The Career Services Center within the New London One-Stop Career Center is managed on a day-to-day basis by Carol LaBelle, Program Manager for the Southeastern Connecticut Private Industry Council/Regional Workforce Development Board.
2. As Program Manager Carol LaBelle is responsible for ensuring the day-to-day coordination of assignments within the Career Services Center.
3. As Program Manager Carol LaBelle is also responsible for planning career services activities with the Department of Labor Job Center Director, Nancy Winker, and the Regional Workforce Development Board Executive Director, John Beauregard. This planning insures coordination with the overall activities of the One-Stop Career Center.
4. If in the course of performing day-to-day tasks within the CSC, DOL staff should have a question concerning their CSC responsibilities, they will contact the CSC Manager. The Job Center Director will support this policy by referring DOL/CSC staff with CSC questions to the Program Manager.
5. If in the course of coordinating day-to-day assignments and activities within the Career Services Center, the Program Manager should have an issue with a DOL employee that cannot be resolved directly with the employee, the Program Manager shall contact the Job Center Director to discuss the issue(s) and seek to jointly arrive at a resolution.
6. If in the course of coordinating day-to-day assignments and activities within the Career Services Center, the Program Manager should have an issue with a DOL employee that cannot be resolved directly with the employee, and any action proposed and carried out under item #5 fails to correct the problem, the Program Manager may request that the Job Center Director conduct an investigation into the matter and take appropriate action to resolve the problem.
7. Any action taken by the Job Center Director as a result of the terms outlined in item #6 above shall be done in conformity with established rules, procedures, and collective bargaining agreements, as appropriate, in each case.
8. Any problem directly involving an issue with the Program Manager shall be handled by the Executive Director in consultation with the Job Center Director, and, if necessary, by the One-Stop Management Committee. (See #9)
9. The parties agree to communicate openly and directly with each other and that every effort will be made to resolve any problems related to the Career Services Center in a cooperative manner and at the lowest level of intervention possible.

 3-15-96  
John Beauregard Date  
Executive Director  
Southeastern CT Private Industry Council-  
Regional Workforce Development Board

 3/21/96  
John E. Saunders III Date  
Deputy Commissioner  
State of Connecticut  
Department of Labor

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**ATTACHMENT 2-J**  
**STAFF COMMITTEES FORMED TO GUIDE ONE-STOP**  
**DESIGN AND OPERATIONS AT THE MINNESOTA**  
**WORKFORCE CENTER IN ANOKA COUNTY**

**MINNESOTA WORKFORCE CENTER-ANOKA COUNTY**  
**COMMITTEE MISSIONS AND MEMBERS**  
(Updated 9/6/96)

**Career Assessment Committee Mission:**

The ongoing development and provision of vocational assessment and career exploration and planning services for Workforce Center customers.

Job Training Center

\*David Eckholdt

To Be Determined: A committee is currently working on Career Exploration workshops only.

) **Career Resource Center: Personal Computer Lab and Library Committee Mission:**

Career Resource Center Committee concentrates on meeting customer and staff needs for materials, resources, and equipment related to the areas of exploring careers, making career choices, job transition, postsecondary training, financial aid, job search, and other related areas. We do this by supplying, displaying, and staffing the Career Resource Center to maximize use of resources.

Job Training Center

Bob Clague

\*David Eckholdt

Joanne Kost

Gloria Markley

Bill McCloskey

Educational Opportunity Center Rep.

✓ **Child Care Committee Mission:**

Achieve

Jackie Hildreth

Anoka County Community Action Program-

Child Care Resource & Referral

Roejean Goodwin

Anoka-Hennepin ISD #11

Denny Carlson

Child Care Assistance

\*Brenda Brannick

Family Resource Center

Vicki Thrasher-Cronin

Lon Lamprecht

Income Maintenance

Karla Beckman

Kris Jacobs

Pat Jernell

Kristin Kinney

Beverly Parker

Job Service/Reemployment Insurance

Char Morgan

Renee Spitzer

Job Training Center

Joanne Kost

Linda Martorano

Audra Rietschel

Risk Management

Bill Keller

### Customer Advisory Group Mission:

To provide ongoing input toward continuous identification of needs and improvement for quality responsive customer service to the Minnesota Workforce Center-Anoka County and to provide feedback on proposed and existing policies and procedures.

#### Job Service/Reemployment Insurance

\*John LaBreche

#### Job Training Center

\*Mary Walker

#### Rehabilitation Services

Phyllis Zander

#### State Rehabilitation Advisory Council

Andrea Everett

#### List of Individual Members

(to be filled in after 9/12/96)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

### Customer Evaluation Committee Mission:

#### Child Care

Brenda Brannick

#### Job Service/Reemployment Insurance

Brian Lambie

Lowell Johnson

Mike Ryan

#### Job Training Center

Paula Given-Strand

\*Kathy Sweeney

#### Rehabilitation Services

Miriam Jondahl

Jerry Skjolsvik

### ✓ Employer Focused Services Committee Mission:

To determine those areas necessary to enhance employers' accessibility to and participation in services and information.

*Meets every other Thursday from 1:30-2:30 p.m.*

#### Job Service/Reemployment Insurance

Don Doerfler

\*Rhonda Mix

Brian Lambie

Nancy Stoffel

Rotate 2 account reps. for each meeting

#### Job Training Center

David Eckholdt

Susan Engmark

John Gonzalez

JoAnn Heen

Jon Hoffman

Carol Miller

Nellie Skordahl

#### Rehabilitation Services

Vincent Halm

Sue Ruble

**Intake/Reception Committee Mission:** < *info*

Coordinate the process to provide effective and efficient intake and reception services to our customers. This enables staff to provide services jointly and cooperatively.

*Meets every other Thursday 3:00 - 4:00 p.m.*

Income Maintenance

Bonnie Eskelson  
Sandy Schelkoph  
Sandy Carter

Job Service/Reemployment Insurance

Lori Aus  
Gloria Kroone  
Char Morgan  
Renee Spitzer

Job Training Center

\*Marsha Adkins  
Cheryl Begin  
Karen Griebenow  
Donna Hess  
Lu McDonnell  
Audra Rietschel

Rehabilitation Services

Terry Saxton

**Job Search Committee Mission:**

*classroom / job seeking / DRS/JS/*

To integrate, develop, and evaluate Workforce Center Job Search Workshops and Job Club components that are designed to meet the needs of internal and external customers. >

Income Maintenance

Beverly Parker

Job Service/Reemployment Insurance

Wendy Dorholt  
Fred Ketchum  
Brian Lambie  
Tom Tresler

Job Training Center

John Gonzalez  
\*JoAnn Heen  
Sharon Lowry

Rehabilitation Services

Vinnie Halm

**Up-Front Five Committee Mission:**

*(technology / public access) physical layout computer work*

To provide easily accessible, quality services to unemployed and underemployed people in the Job Search and Career Resource areas. Planning, coordinating, implementing, and facilitating the services in those areas.

Job Service/Reemployment Insurance

Don Doerfler  
Carol LaBonte

Donna Hess  
Meeghan Hiykel  
Sharon Lowry  
Nellie Skordahl

Job Training Center

Marian Dowidat  
David Eckholdt  
Marge Ervasti  
Alice Flint  
\*JoAnn Heen

Income Maintenance

Chris Plombom

### Workforce Center Budget/Accounting Committee Mission:

Establish and monitor budget based upon available resources. Establish and maintain a cost allocation plan for the Workforce Center. Review spending requests from other Workforce Center committees.

*as needed*

#### Job Service/Reemployment Insurance

Char Morgan

Mike Ryan

#### Job Training Center

Paula Given-Strand

\*Jerry Vitzthum

#### Rehabilitation Services

Tom Becker

### Workforce Center Staff Training Committee Mission:

Identify the priority needs for Workforce Center staff capacity building efforts and strategies. Through these efforts we will formulate action plans to implement appropriate training sessions.

#### Child Care

Brenda Brannick

#### Income Maintenance

Beverly Parker

*Training staff  
staff meetings.*

#### Job Service/Reemployment Insurance

Gloria Kroone

Lowell Johnson

Nancy Stoffel

#### Rehabilitation Services

Tom Becker

#### Job Training Center

Sandy Froiland

\*Kathy Sweeney

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**ATTACHMENT 2-K**  
**BUILDING TEAMWORK AND LINKING ONE-STOP**  
**STAFF USING A CENTER NEWSLETTER: MINNESOTA**  
**WORKFORCE CENTER IN ANOKA COUNTY**

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# **WORKFORCE CENTER**

## **WEEKLY UPDATE**

Weekly newsletter for staff of the  
Minnesota Workforce Center Blaine  
Week of June 17 through June 21, 1996

### **EMPLOYER UPDATE!!!!**

Check out employer listing for a shim stock inspector for Carbide Tool in Anoka. Job Order MN1646740: Pays \$8 to \$9 an hour plus health insurance & 401K- 44 hours a week. Factory experience helpful, but employer will train person with mechanical aptitude. Do any of your clients fit this job listing? John LaBreche (785-6485) is the account rep for this employer.

### **EMPLOYER OPEN HOUSE**

Copper Sales, Inc in Anoka hosted an open house last Thursday. They have listed several clerical and warehouse positions with us. John Labreche is the account rep for them. Copper Sales manufactures metal roofing, fascia panels and trim for buildings. They are in a big new building in the new business development in Anoka behind Anoka-Hennepin Technical College. John met Kim, the personnel rep with whom he has been working with several job orders this year. This appears to be a growing company, with whom we have already received many job listings and hopefully many more.

### **ON THE MOVE**

**Welcome** to staff of Anoka County Income Maintenance who have joined the Workforce Center. Some Income Maintenance staff have moved into areas in the JTC area and some moved into 3rd floor.

The following JTC people have moved to 3rd floor:

Audra Rietschel	Joanne Kost	Jeanine Merkle
Bill McClosky	Jon Hoffman	Jerry Hill
Bob Clague	Linda Martorano	Sandy Froiland
Carol Grinde	Martha Benton	Tracy Guimont
Carol Schmelzer	Mary Walker	Nathan Williams
Craig Christenson		

There will be a bin in the JTC mail room marked "3rd Floor" if you have mail for these people now on 3rd floor.

### **REQUESTS FOR COUNSELING**

Jon Hoffman in the career library of the Job Search area says that if any staff person has a request from a client for career counseling, that you can refer the client to him at the career library.

### **WORKFORCE CENTER TOURS**

Because our Workforce Center here in Blaine was the first to open and, according to me, is the best, we are getting a lot of requests for tours of our center. We want to keep a record of the number of tours that are being given, so a process has been established to do this and to give uniformity to the tours that are being given. If you get a request for a tour of our center please get the information listed on the "Request For Tour" form attached. Then give Rhonda Mix, the marketer (785-6487), this information. Rhonda will notify the agencies of the upcoming tour. Packets can be made up for the tour. The person giving the tour should contact Rhonda regarding the packets. Also a checklist is being established to be used by the person giving the tour, to insure that certain areas of the center are always shown.

### **NOTE:**

There was a sharp drop in Minnesota's Unemployment Rate for May.

Minnesota's seasonally adjusted unemployment rate was 3.4 percent in May, down from 3.7 percent in April.

### **INTERNET INFO**

Ten major newspapers have combined their Help Wanted listings in a World Wide Web database. Right now job seekers can check The Boston Globe, Chicago Tribune, Los Angeles Times, New York Times, San Jose Mercury News, the Washington Post and others at a single URL: <<http://www.careerpath.com/>>



**If you have info that you'd like to submit for this staff newsletter, please contact Rhonda Mix at 785-6487.**

# WORKFORCE CENTER WEEKLY UPDATE

Weekly newsletter for staff of the  
Minnesota Workforce Center Blaine  
Week of June 24 through June 28, 1996

## **EMPLOYER UPDATE!!!!**

We had 38 new job listings during this week for our service area. These job listings represented a wide range of occupations. Be sure to check the new job listings daily.

## **OUR WORKFORCE CENTER SUCCESS STORIES:**

😊 As a result of an ad placed in the Southern Anoka County Chamber of Commerce newsletter, Darin Crawford from Minikahda Mini Storage contacted our center and listed a clerk position. Jerry Hill, a CWEP (Community Work Experience Program) client of Darrell Grove who has been working at JTC, applied for the position and was hired! The employer is thrilled because they had (prior to listing with us) placed a newspaper ad and gotten only one response from someone who wasn't interested in the hours. Darin said he got many qualified applicants from listing with us and it didn't cost him anything. We have many happy players here: the chamber is happy because they have a happy member, the employer is happy because he got applicants and a good hire and of course Jerry Hill and Darrell Grove are happy.

**CONGRATULATIONS AND BEST WISHES TO JERRY HILL!!!**

😊 Jody Schanilec, senior vocational counselor, has a great success story also. A client of hers in the SCSEP (senior community service employment program), who was working at Goodwill Easter Seals through this program, was hired on in April 1996 by Goodwill Easter Seals. The client called Jody last week to say how she loves her job.

### **EMPLOYER TOUR:**

SYSCO MINNESOTA was toured last week by Don Doerfler, Ron Wolter (their account rep), Curt Strum, and Brian Lambie. SYSCO MINNESOTA is a food distributor to institutions and restaurants (chain & independent). It is part of a national company with several dozen distribution centers. The location in Moundsview sends out 100 truckloads per day. 80% of the warehouse jobs are night shift. Seniority requires that it takes from 1 to 20 years to move into the day shift. This is a union shop with starting pay at 75% of full scale. It takes several years to reach full pay. Parttime, temporary & seasonals needed to fill in during the busiest season -summer & for vacationers. Salespersons (marketers) are mostly hired from the current associate marketers on board. People can be hired from the "outside" into sales if the person has experience in food service/restaurant work. Sales persons are always being sought & interviewed. The company needs resumes of people on file to call up. (Thanks to Don for this report.)

### **LAST CHANCE TO ORDER SWEATSHIRTS & POLO SHIRTS:**

If you want to order a sweatshirt or polo shirt with the Workforce Center logo, please get your order in by Friday July 5th. Submit your order and check made payable to RHEAUME'S HOUSE OF LETTERING, INC. to Rhonda Mix or Char Morgan through Wed. 7/3 or Nancy Stoffel on Fri 7/5. The polo shirts are maroon color. They are Hartwell brand, 50/50 blend, made in the USA. Sizes S - XL = \$18.64 XXL = \$19.41. The sweatshirts are ash heather (gray) color. They are Lee brand 9oz 50/50 blend, made in the USA. Sizes S - XL = \$18.35 XXL = \$20.77. A sample of the polo and sweatshirt is being sent to Rhonda today (7/1) so should be here on Tuesday 7/2 for you to look at if you'd like.



### **THE ICE CREAM SOCIAL:**

An ice cream social was held on Thursday June 27 for staff of the Workforce Center. It was held inside due to the very HOT weather that day. It tasted good to have something cold on such a hot summer day. Thanks to Marsha Adkins and Nellie Skordahl from JTC and Char Morgan from JS/RI for your help in putting this on. Also, thanks to all the supervisors and leadpeople for paying for it! Have a happy and safe Fourth of July holiday!

If you have info that you'd like to submit for this staff newsletter, please contact Rhonda Mix at 785-6487.

**ATTACHMENT 2-L**  
**A NEWSLETTER ARTICLE DESCRIBING A ONE-STOP**  
**PARTNER RETREAT IN LUCAS AND WOOD COUNTY,**  
**OHIO**

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# The One-Stop Link

Vol. 1 No. 6

Ohio's One-Stop Career Center System

September, 1996

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## LUCAS AND WOOD COUNTIES ONE-STOP SYSTEM RETREAT

ANDREA CARMEAN  
Toledo Area PIC

Oh, there have been times when the partners in Lucas and Wood Counties have been tempted to retreat from the problems and barriers of putting a One-Stop system together. This was especially true once the basics of the system were put in place; the obstacles to implementing the finite details become frustrating, to say the least. Rather than turn their backs on the success attained thus far, the partners decided to conduct a half-day retreat to:

- 1) identify a structure that would expedite decision-making; and,
- 2) set realistic goals for the next eighteen months which will take the system six months past the end date of the grant.

The objectives for the retreat were set after each and every partner had an opportunity to "air" their frustrations. The grievances were identified at individual work group meetings, Governance Council meetings, and through surveys sent to each participating member of the system. Among the frustrations noted was the cumbersome decision-making structure.

Originally, all expenditures needed to go through the Administrative Work Group, comprised of representatives from each partner agency, for approval. This delayed the ability of work groups to take action to meet the immediate needs of the system. To further complicate matters, programmatic decisions went from the individual work

groups to the Administrative Work Group and then to the entire Governance Council for approval. It could take two to three months for any action. Frustration was building.

Additionally, the original timetable and objectives were modified to fit the reality of implementation. This was done in a piece-meal fashion to fit the needs and situations of the specific work groups, which meant that as a total project, we lost our focus. For the partners of the Lucas and Wood Counties One-Stop system, these changes brought confusion as to what was actually being, and planning to be, accomplished. We lost our map, we had no compass, and we didn't know where we were going as a total project. An always lurking in the background was the issue . . . where do we go once the grant goes away?

All of these issues and frustrations we hoped to deal with during our retreat. With the aid of an outside facilitator, the members of the Administrative Work Group and the Chairs of each work group utilized a compressed brainstorming and planning process, which each benefitted Mead, Ford, Alcoa, and General Motors Corporations, to name a few. Together we brain stormed on all of the possible decision-making structures, from a benevolent dictatorship to letting each agency which houses a One-Stop Site run it by itself.

The option that received the support of the majority of the partners was to remake the Administrative Work Group into the Governance Council with the

*(Continued on page 4)*

### The One-Stop Link

Ohio One-Stop Career Center  
System Office  
Ohio Bureau of  
Employment Services  
145 South Front Street  
Columbus, Ohio 43215

An equal opportunity employer  
and service provider

George V. Voinovich, Governor  
Debra R. Bowland, Administrator  
Barbara D. Aber, Project Mgr.

**SPECIAL NEEDS** (from page 3)

about persons with disabilities. Persons with physical, mental, and emotional disabilities can work. Regardless of their condition, persons with disabilities have the same needs and desires that are common to all individuals. They want the daily structure and sense of accomplishment that productivity provides. They desire to be contributors to society, not just recipients of entitlements. They cherish the increase in self-esteem that comes from living meaningful, independent lives.

Many persons with disabilities require specialized structure and support to become employed. Their needs may not be as easily or as quickly accommodated as persons who are able-bodied. They may require more time, more adaptations, more training, and more funding to be successful in training and employment. In our zeal to fix the economics of the welfare system, what will happen to those who may take more time, effort, and attention? Will they be less-deserving of our services and our attention because they may require additional resources to achieve their employment goals? In our desire to increase the numbers of persons that are employed, and reduce the numbers on the welfare rolls, will we lose sight of those who are as deserving of our services but less able to communicate their needs?

As we move forward to reform the welfare system, which was designed to help many of our most vulnerable citizens in past generations, let us not forget the most vulnerable, and less able-bodied citizens of today.

**LUCAS AND WOOD COUNTIES** (from page 1)

inclusion of the chairs of the remaining work groups. This group will identify the goals and objectives to be accomplished while the work groups will identify the action steps and budgets needed to meet the expected outcomes. Once the action steps and budgets are approved by the newly-formed Governance Council, the work groups will be empowered to put their plans in motion.

To ensure quality control and oversight, the Private Industry Council, which serves as the One-Stop System's fiscal agent, will monitor the progress of the system. On a regular basis, the PIC will report to the Governance Council on the benchmarks achieved toward meeting project goals and objectives, which were also modified at the retreat.

Priorities for the projects from now until December 31, 1996, are:

- Development of a post-grant plan for the continuation of the One-Stop system;
- Setting parameters with a budget (service levels expected);
- Development of a marketing plan to customers (identify common tools);
- Implementation of customer service training to all staff;
- Exploration of common job development;
- Development of a visual outline of services at each site;
- Finding funds to support two staff positions.

Priorities identified for implementation between January 1997 and June 30, 1997, are:

- To invite area employers to test system and become a part of system;
- To have a basic MIS system in place;
- To examine duplication of services;
- To implement a well-defined process for reporting service usage;
- To identify other funding;
- To identify unmet needs of the system, customers, community.

Priorities identified for implementation between July 1, 1997, and December 31, 1997, are:

- To provide continuous improvement from past evaluation;
- To re-visit our structural approach;
- To continue MIS development;
- To consider expanded partnerships;
- To Celebrate Success!

While these first 10 months have provided us with many reasons to celebrate AND to become frustrated, the retreat helped us to re-focus on what is possible and provided us with the motivation to move on. It was a good thing.